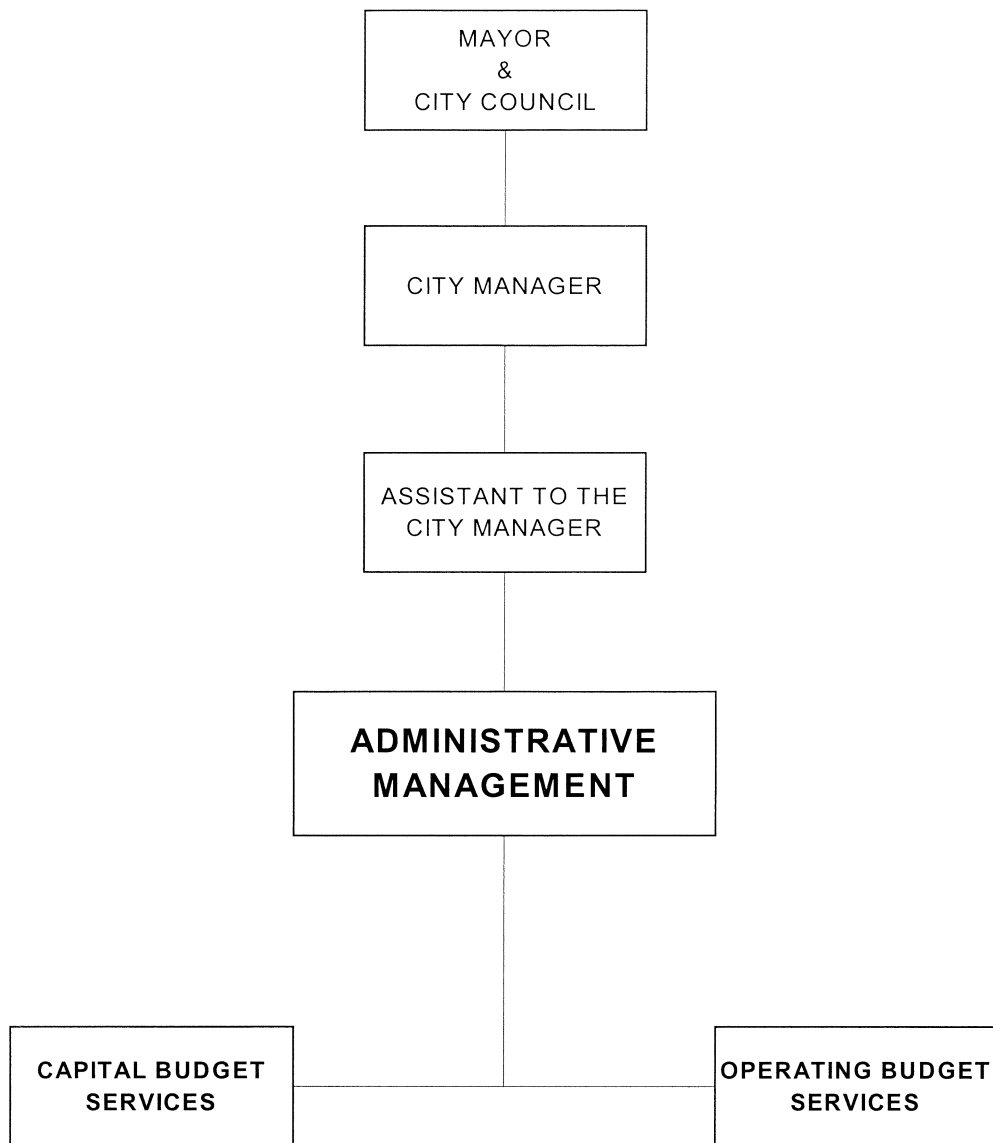


MANAGEMENT & BUDGET



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	17.00	\$1,176,257
Total Funding	17.00	\$1,176,257

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, analysis, and capital improvement management services that contribute to an effective City organization.

PROGRAM INFORMATION

The Office of Management & Budget is responsible for providing City departments with the fiscal planning, monitoring, analysis and capital improvement management services necessary to enable the City organization to provide services to the public in accordance with the policies, goals and objectives established by the City Manager and the City Council. The department coordinates and prepares the Five-Year Financial Forecast, City Revenue Manual, and Annual Operating and Capital Budgets. The Budget & Research Division is responsible for coordinating development of the City's annual operating budget. The department provides guidance and technical support to City departments in developing mission statements, goals, objectives and balanced scorecards. The division performs cost-benefit analysis for the Three-Year Annexation Plan. The department also develops and implements the City's fiscal year cost allocation plan. The Capital Improvements Division manages and coordinates the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP). In addition, the department performs cost/revenue analysis of certain processes and projects throughout the year.

GOALS & OBJECTIVES

- ◆ Provide each unit of the City organization the resources necessary to provide quality municipal services, including guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council.
- ◆ Improve the linkage and accountability between community priorities and City government actions by maintaining balanced scorecards for the City organization that link the City Council's priorities to measurable City department goals and objectives.
- ◆ Manage and coordinate the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP).
- ◆ Improve the availability and quality of information on the status of capital projects.
- ◆ Assist the City in the implementation of the Enterprise Resource Management (ERM) System and enhance internal business processes of all City departments.
 - Improve the overall budget preparation process.
 - Enhance the ability for estimating, tracking and allocating revenues and expenditures for capital projects by funding source, district and other criteria.
- ◆ Update the City's Revenue Manual on a periodic basis and ensure this process will effectively transition into the SAP system in the future.
- ◆ Coordinate the development of the 2003 Bond Program and the Stormwater Revenue Bond Program.
- ◆ Improve the Inventory of City Services for the City Organization and develop a method to better align budget information with individual services.
- ◆ Maintain a current Organizational Chart for each City department.
- ◆ Perform enhanced monitoring on expenditure categories of special interest.
 - Travel
 - Pagers
 - Cell Phones
 - Capital Expenditures
- ◆ Develop a quarterly budget status report to be delivered to City Council on a quarterly basis.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Innovative and Proactive City Government					
	Provide training and assistance to departmental counterparts throughout the budget process	% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Operating Budget	76%	94%	80%	94%
		% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Capital Budget	76%	94%	80%	94%
Financial	Provide Accountability to the Public					
	Improve linkage and accountability between community priorities and City government actions	No. of Balanced Scorecards Developed and Maintained	55	53	53	52
	Provide guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council	% of Amendments to the Proposed Operating Budget	<1%	<1%	<1%	<1%
	Provide each unit of the City organization the fiscal planning resources necessary to provide quality municipal services	Sales Tax Revenue Projection Accuracy	94%	100%	100%	100%
		Liquor-by-the-Drink Tax Revenue Projection Accuracy	106%	100%	104%	100%
		Hotel/Motel Occupancy Tax Revenue Projection Accuracy	93%	100%	101%	100%
		Building Permit Fees Revenue Projection Accuracy	96%	100%	100%	100%
Internal Processes	Innovative and Proactive City Government					
	Manage and coordinate the Six-Year Capital Program, the Capital Improvements Action Team, and the Facilities Improvement and Maintenance Program (FIMP)	No. of Capital Projects Coordinated ¹	359	392	303	434
		No. of FIMP Projects Coordinated ²	45	33	31	0
	Provide quality municipal services, including guidance and technical support	% of Internal Customers who Agree that Budget Staff Provided Services in a Professional Manner	89%	95%	90%	95%

MANAGEMENT & BUDGET**GENERAL FUND****BALANCED SCORECARD CONTINUED**

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Information Service Delivery					
	Provide yearly budget development training sessions	% of Internal Customers who agree that Budget Training Provided Quality Information for Developing Departmental Budgets	56%	90%	75%	80%
		No. of Departmental Counterparts Trained ³	211	247	232	268

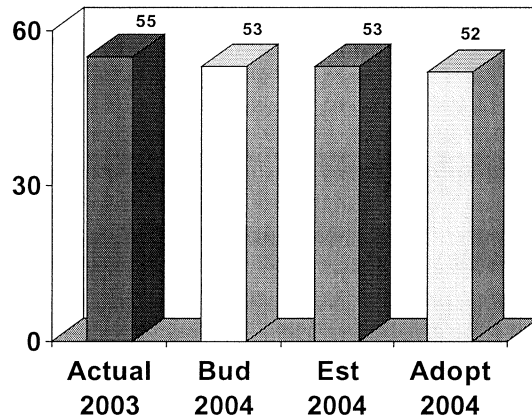
EXPLANATORY INFORMATION

- ¹ Projects in Adopted FY 2004 column include Proposed 2003 Bond Program projects and Stormwater Revenue Bond Projects.
- ² Projects consist of remaining FIMP projects from FY 2000, FY 2001, and FY 2002. In FY 2005 all FIMP projects will be coordinated through the Asset Management Department.
- ³ Training includes the annual budget process briefing, customized budget development worksessions and balanced scorecard training.

GENERAL FUND EXPENDITURES BY CHARACTER

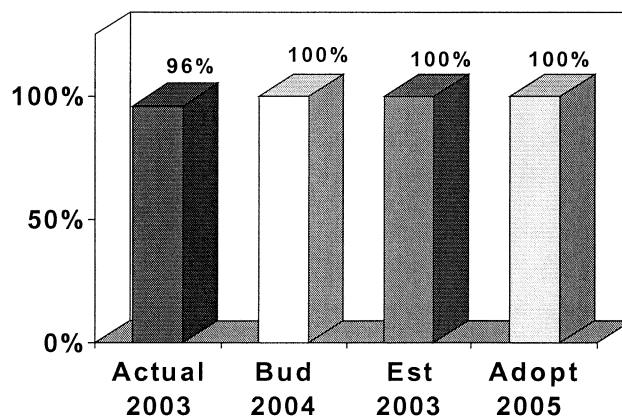
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$852,566	\$910,937	\$930,939	\$941,772
CONTRACTUAL SERVICES	266,675	217,049	187,245	\$219,343
COMMODITIES	26,908	12,234	21,140	\$12,234
OTHER EXPENDITURES	3,518	3,378	3,378	\$2,908
CAPITAL OUTLAY	9,259	0	0	0
TOTAL EXPENDITURES	\$1,158,926	\$1,143,598	\$1,142,702	\$1,176,257
AUTHORIZED POSITIONS	17	17	17	17
FULL-TIME EQUIVALENTS	17.00	17.00	17.00	17.00

NUMBER OF BALANCED SCORECARDS DEVELOPED AND MAINTAINED



✓ The Balanced Scorecard is a working document that aligns an organization's mission and strategy with existing performance measures to provide a framework for strategic management.

BUILDING PERMIT FEES REVENUE PROJECTION ACCURACY



✓ Demonstrates the accuracy in forecasting revenues from building permit fees

✓ A measure of 100% would mean actual revenue collected equaled what was projected to be collected.